Stage 1 Business Analysis Executive Overview

Speakers:

- Francisco Lujano, ITPOC Branch Chief
- Lisa Murphy, ITPOC Branch Chief
- Karan Marsh , ITPOC Section Chief
- Jennifer Chan, ITPOC Section Chief

2013
8:00 a.m. – noon
Attendance at one session required

Agenda

Director Ramos

Stage 1 Business Analysis High-Level Overview

- 8:00 a.m. Welcome & Introductions
  Message from Director Ramos
- 8:10 a.m. Project Approval Lifecycle
- 8:35 a.m. New Tools
- 8:45 a.m. Data Collection
- 8:50 a.m. What's next / Q&A
- 9:00 a.m. Adjourn

Objectives

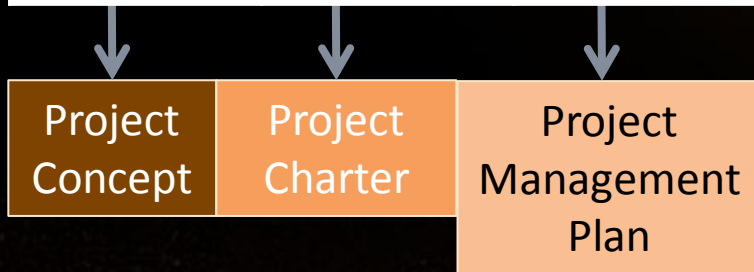1. What are we here to review?
   - Project Approval Lifecycle
   - Stage/Gate model and the benefits
   - Roll out of Stage 1/Gate 1
   - Introduce how to prepare and review changes to the Stage 1 Business Analysis before submission to the Department of Technology
   - To prepare executives for changes in decision expectations.

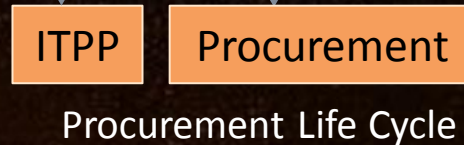2. What are your additional expectations from this morning's overview?

Project Approval Lifecycle

Project Management Life Cycle

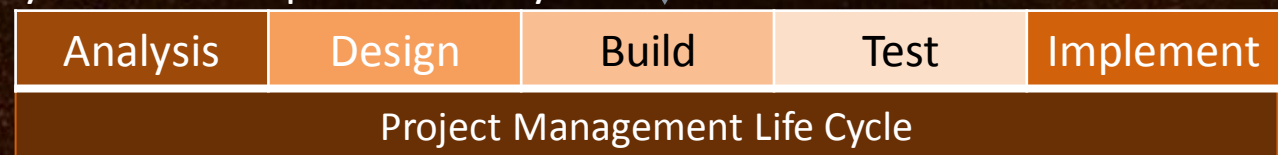| Concept	Initiation	Planning	Executing	Closing

Project Concept	Project Charter	Project Management Plan

Project Approval Life Cycle

Concept Statement, FSR and / or other Project Approval Documents

ITPP | Procurement

Procurement Life Cycle

Project Approval Life Cycle
- articulates the key tasks in seeking approval to initiate a project and to receive the funding/resources needed.
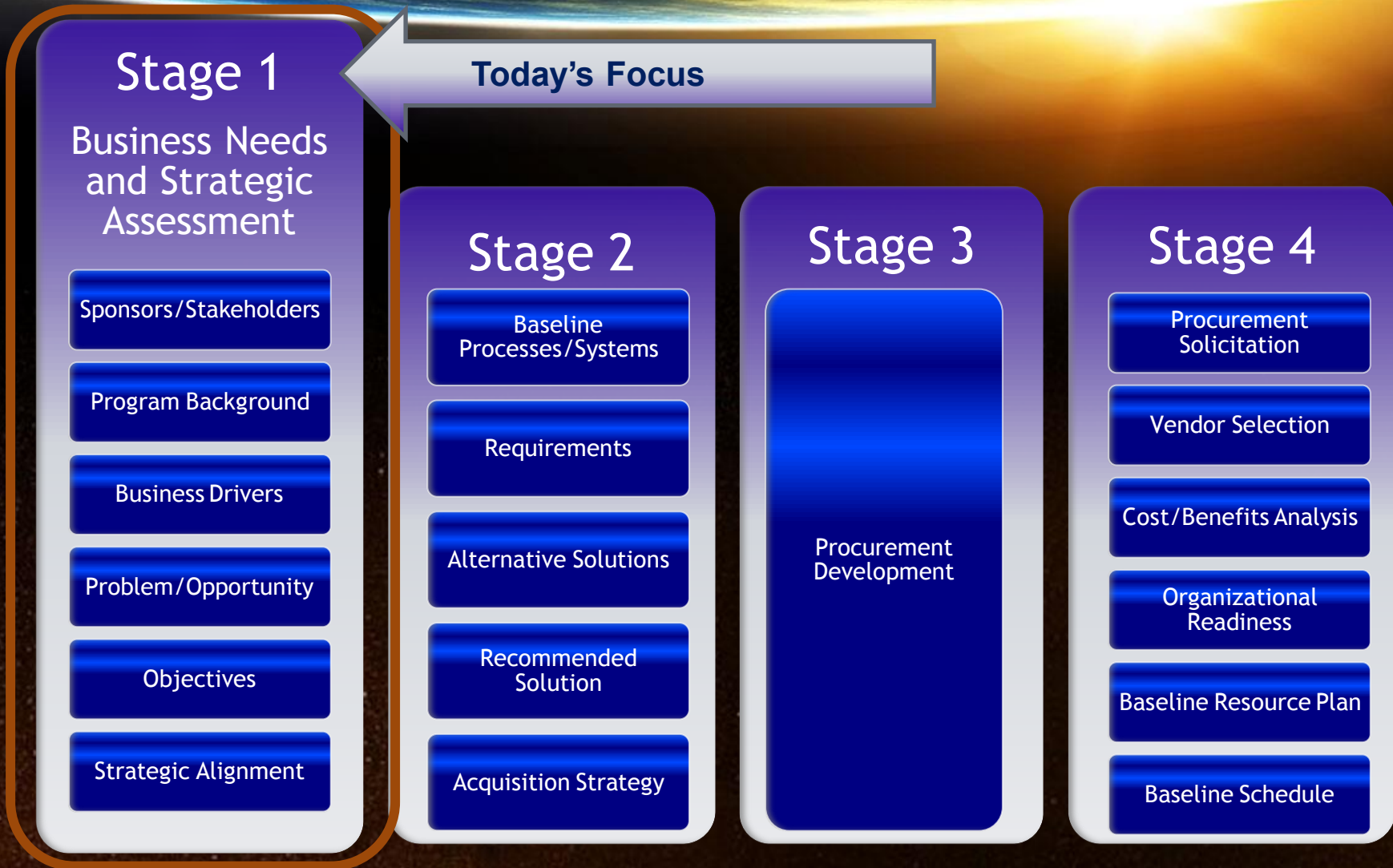
System Development Life Cycle

Analysis	Design	Build	Test	Implement

Project Management Life Cycle

Stage/Gate Roadmap

California
DEPARTMENT OF TECHNOLOGY
IT Project Oversight and Consulting Division

Stage 1
Business Needs and Strategic Assessment

Today's Focus

- Sponsors/Stakeholders
- Program Background
- Business Drivers
- Problem/Opportunity
- Objectives
- Strategic Alignment

Stage 2

- Baseline Processes/Systems
- Requirements
- Alternative Solutions
- Recommended Solution
- Acquisition Strategy

Stage 3

Procurement Development

Stage 4

- Procurement Solicitation
- Vendor Selection
- Cost/Benefits Analysis
- Organizational Readiness
- Baseline Resource Plan
- Baseline Schedule

What's in it for You?

1. Emphasis on the Business and not the Solution
   - Better focus on the true business need
   - Better idea on what the problem is to find the best solution to fix the actual problem
   - Better requirements due to focused business analysis
   - Streamlined business proposals
   - More buy in and up front collaboration

2. Streamlines the Process (time and cost)
   - Better cost estimates before the project truly begins
   - Eliminates need for SPR prior to contract execution
   - Shortens the project time line if SPR is not required
   - Gets to a "no" or a "go back and re-think" decision sooner

What's in it for You?

3. Organizational Readiness

   ■ Better information to prioritize work / resource effort at the Agency/state entity level

   ■ Ensures the Agencies/state entities are prepared to take on the project

4. Usability

   ■ Reusable artifacts - most products in next phase

   ■ Clearer understanding of each product, its intended value, its place in the lifecycle, how it can be used later in the lifecycle

   ■ Progressive elaboration of the project lifecycle

What's in it for You?

5. Opportunities for Success

   ■ Be better prepared for legislative hearings with accurate cost and realistic schedule

   ■ More focused approach and opportunity for Agencies / state entities to receive guidance and support throughout the project lifecycle

   ■ Evaluation criteria known to Agencies / state entities

Ultimately results in more successful projects!!!

What's new?

- More transparency on how decisions are made
- Replacement of IT Concept Statement with the Stage 1 Business Analysis
    - Stage 1 Business Analysis will not collect:
        - × Estimated Project Cost,
        - × Proposed Solution, or
        - × Projected Project's end date
- Elimination of the IT Concept toolkit
- Learning curve for new procedures and form
- Impact to upfront analysis
- New SIMM 19/19A and Updated SIMM 17

Transition to next year

California DEPARTMENT OF TECHNOLOGY
IT Project Oversight and Consulting Division

Prior to TL 13-02

- Concept Statement
- FSR
- RFP
- SPR
- PIER

Effective with TL 13-02

- Stage 1 Business Analysis (S1BA)
- FSR with S1BA in Section 3
- RFP
- SPR
- PIER

Future Releases

- Stage 1 Business Analysis
- Stage 2 Alternatives Analysis
- Stage 3 Procurement
- Stage 4 Solution Analysis
- PIER

Current Policy

- ✓ Agencies / state entities are required to submit a Stage 1 Business Analysis for all proposals, regardless of delegated cost thresholds.

- ✓ Reporting requirements are determined during existing FSR process used today.

- ✓ Agencies and state entities are reminded that a Stage 1 Business Analysis must be approved by the Department of Technology prior to conducting a feasibility study.

California
DEPARTMENT OF **T**ECHNOLOGY
IT Project Oversight and Consulting Division

Communication

- Policy Steering Committee, Information Technology Council Executive Committee (ITCEC), CIO Quarterly Forum and Agency/state entities.

- Free training being provided to Agencies / state entities on the revised processes and forms through September 2013.

- Training sessions will be posted to Department of Technology's website.

Training Sessions

Date	Title	Location	Time
08/06	Executive Overview for AIOs / CIOs	Department of Technology's Training & Education Center	09:00 – 10:00
08/08	Executive Overview for AIOs / CIOs	State Lottery	09:00 – 10:00
08/13	Stage 1 Business Analysis – Getting Support For Your Business Case	Department of Technology's Training & Education Center	08:00 - noon
08/15	Stage 1 Business Analysis – Getting Support For Your Business Case	Department of Technology's Training & Education Center	08:00 - noon
08/20	Stage 1 Business Analysis – Getting Support For Your Business Case	Department of Technology's Training & Education Center	08:00 - noon
08/22	Stage 1 Business Analysis – Getting Support For Your Business Case	State Lottery	08:00 - noon
08/27	Stage 1 Business Analysis – Getting Support For Your Business Case	Department of Technology's Training & Education Center	08:00 - noon
08/29	Stage 1 Business Analysis – Getting Support For Your Business Case	State Lottery	08:00 - noon
09/05	Stage 1 Business Analysis – Getting Support For Your Business Case	State Lottery	08:00 - noon
09/10	Stage 1 Business Analysis – Getting Support For Your Business Case	State Lottery	08:00 - noon

Context Diagram

Inputs to Developing the Ideal Business Analysis

- Identify Business Needs
- Define Business Case
- Diagram As Is / To Be Scenarios
- Identify Business Drivers
- Develop SMART Objectives
- Document Strategic Business Alignment
- Define Scope
- Document Business Sponsor and Key Stakeholders Concerns
- Document Assumptions and Constraints
- Perform Gap Analysis
- Assess Organizational Readiness and Capability
- Document Impact of Doing Nothing
- Identify Risks
- Document Business Problem /Opportunities to Leverage
- Consider Information Security and/or Privacy Requirements

Agency / State Entity

Stage 1 Business Analysis

Department of Technology's Evaluation Process

- Review for Content Completeness
- Use Gate 1 Business Analysis Evaluation Criteria to identify if submission meets requirements or is deficient
- Look for opportunities to leverage existing initiatives/services, reference architectures, reusable assets, shared business service, Data Center Services, and/or Geospatial Information Systems
- Consider the organization's capacity to take on more projects
- Consider the organization and project management infrastructure's capability to deliver a successful project
- Consider privacy or confidentiality laws or regulations
- Consider Information Security and/or Privacy Requirements
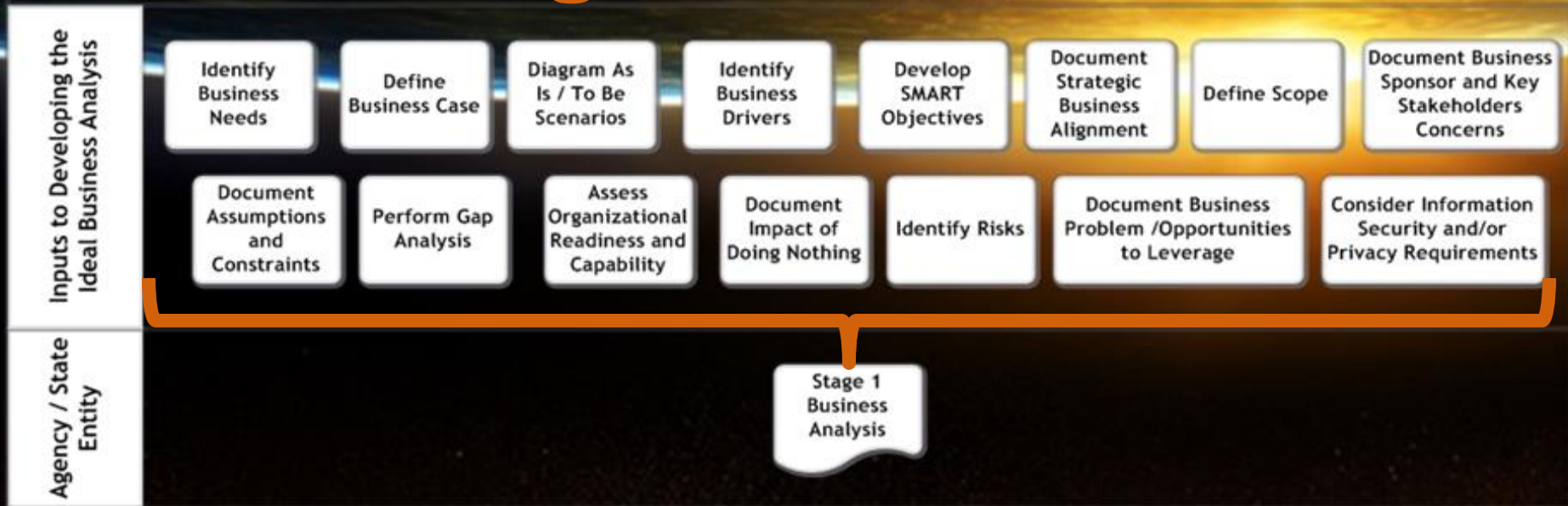
Department of Technology Output

Gate 1 Scorecard

Context Diagram

Inputs to Developing the Ideal Business Analysis

Identify Business Needs	Define Business Case	Diagram As Is / To Be Scenarios	Identify Business Drivers	Develop SMART Objectives	Document Strategic Business Alignment	Define Scope	Document Business Sponsor and Key Stakeholders Concerns
Document Assumptions and Constraints	Perform Gap Analysis	Assess Organizational Readiness and Capability	Document Impact of Doing Nothing	Identify Risks	Document Business Problem /Opportunities to Leverage		Consider Information Security and/or Privacy Requirements

- The Stage 1 Business Analysis feeds into the Agencies/state entities' annual ITCP which is used to generate the Statewide IT Capital Plan.

- These are the same activities that would be performed when developing an FSR. Accordingly, this same information will be included in Section 3 of the FSR.

- Each of the above activities should be performed to develop the ideal inputs to develop a Stage 1 Business Analysis.

- The Stage 1 Business Analysis will become part of any feasibility study either for internal or external review.

Context Diagram

Inputs to Developing the Ideal Business Analysis							
Identify Business Needs	Define Business Case	Diagram As Is / To Be Scenarios	Identify Business Drivers	Develop SMART Objectives	Document Strategic Business Alignment	Define Scope	Document Business Sponsor and Key Stakeholders Concerns
Document Assumptions and Constraints	Perform Gap Analysis	Assess Organizational Readiness and Capability	Document Impact of Doing Nothing	Identify Risks	Document Business Problem /Opportunities to Leverage		Consider Information Security and/or Privacy Requirements

Agency / State Entity

Stage 1 Business Analysis

- Results from the above steps will feed into the Stage 1 Business Analysis.

- The Stage 1 Business Analysis will be submitted using either the InfoPath or the Excel form.

Context Diagram

- Upon submittal, the submission is reviewed for completeness.

- If any fields are blank, the submission will be returned immediately without review to be completed properly.

- During the evaluation of the content, the Department of Technology and its Critical Partners uses the Evaluation Criteria to support the questions in the Gate 1 Scorecard to determine if the submission meets requirements or is deficient in certain areas. **Note:** This evaluation focuses on the same information that would be collected as part of developing the ideal Stage 1 Business Analysis.

Context Diagram

- Final decisions are:
  - Approved
  - Approved with Conditions
    - Approved with Conditions will be based on the feedback received during the Critical Partner evaluation.
  - Not Approved
  - Withdrawn
- Either way, the Gate 1 Scorecard will be returned for future reference.

Department of Technology Output

Gate 1 Scorecard

Scorecard and Evaluation Criteria

California
DEPARTMENT OF **T**ECHNOLOGY
IT Project Oversight and Consulting Division

- Purpose
  - What is the Scorecard?
  - What is the Evaluation Criteria?
- Templates to be posted on the web
  - Used by Department of Technology for approval
  - Can be used as a tool by Agencies/state entities

Department of Technology Evaluation Team

Who	Role	Responsibility
Enterprise Architecture	Input	• Alignment of Business Problem/Opportunity with Business Strategy. • Consistency with organization's future state EA and enterprise roadmap. • Opportunity to leverage reference architectures, reusable assets, and/or shared business services.
Office of Information Security	Input	• Necessity for Privacy Impact Assessment. • Necessity to address information security and/or privacy program requirements.
Customer Delivery Division	Input	• Opportunity to leverage Data Center Services. • Opportunity to leverage other potential OTech services. • CDD's review is largely for planning purposes and feeding pertinent information into the Customer Relation Management tool (pipeline).
Engineering Division	Input	• Opportunity to leverage Data Center Infrastructure. • Opportunity to leverage other potential OTech services.
Office of Geospatial Information Systems	Input	• Opportunity to leverage GIS and/or existing GIS infrastructure and services.
ITPOC	Input & Decision	• Organizational capacity, capability, and readiness. • Opportunity for collaboration. • Potential risks. • Coordinator for Critical Partner feedback. • Agency/state entity single POC.

Data Collection

- InfoPath and Excel

- Potential workload impact

- Limited technical instructions to be posted to the web

What's Next?

- Consolidation of Seg 1/Seg 2 into one report, "IT Portfolio Report"
- Incorporate Stage 1 Business Analysis into the FSR
- Budget Process
- SIMM and SAM Sections

California
DEPARTMENT OF TECHNOLOGY
IT Project Oversight and Consulting Division

Questions?

Thank you

Contact Information:

1. Start with your Information Technology Project Oversight and Consulting (ITPOC) Manager listed at:
http://www.cta.ca.gov/Contact_Us/staff_assignments.html

■ Francisco Lujano, Branch Chief, (916) 228-6656
Francisco.Lujano@state.ca.gov

■ Lisa Murphy, Branch Chief, (916) 403-9615
Lisa.Murphy@state.ca.gov

■ Karan Marsh, ITPOC Section Chief, (916) 403-9605
Karan.Marsh@state.ca.gov

■ Jennifer Chan, ITPOC Section Chief, (916) 403-9623
Jennifer.Chan@state.ca.gov